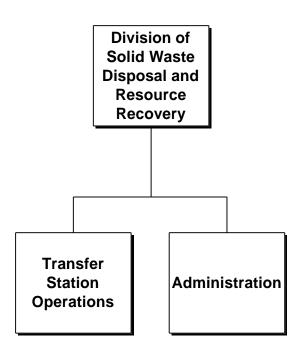
DEPARTMENT OF PUBLIC WORKS AND ENVIRONMENTAL SERVICES SOLID WASTE MANAGEMENT



Agency Position Summary

134 Regular Positions / 134.0 Regular Staff Years

Position Detail Information

DIVISION OF SOLID WASTE DISPOSAL AND RESOURCE RECOVERY

- Director of Solid Waste Disposal and Resource
 Recovery
- 1 Deputy Director/Engineer IV
- 2 Positions
- 2.0 Staff Years

TRANSFER STATION OPERATIONS

- 1 Refuse Superintendent
- 3 Assistant Refuse Superintendents
- 3 Heavy Equipment Supervisors
- 1 Management Analyst II
- 2 Engineering Technicians II
- 2 Engineering Technicians I
- 3 Environmental Technicians II
- 7 Weighmasters
- 74 Heavy Equipment Operators
- 1 Motor Equipment Operator
- 2 Garage Service Workers
- 1 Welder II
- 3 Public Service Workers II
- 16 Public Service Workers I
- 1 Maintenance Trade Helper I
- 1 Administrative Assistant II
- 121 Positions
- 121.0 Staff Years

ADMINISTRATION

- 1 Engineer II
- 1 Management Analyst III
- 1 Management Analyst II
- 1 Network/Telecommunications Analyst II
- Accountant II
- 5 Administrative Assistants III
- 1 Administrative Assistant II
- 11 Positions
- 11.0 Staff Years

Agency Mission

To protect Fairfax County citizens against disease, pollution, and other contamination associated with the improper disposal of refuse by providing for the transportation of solid waste from the Transfer Station to the I-95 Sanitary Landfill and to the Energy/Resource Recovery Facility (E/RRF) by means of direct haul. The agency will also transport debris generated through the Yard Waste Program to disposal facilities located in Prince William and Loudoun Counties, and will coordinate the County's Household Hazardous Waste Program and the Citizens' Disposal Facilities. In addition, the agency will coordinate all associated technical and administrative functions.

Agency Summary								
Category	FY 2001 Actual	FY 2002 Adopted Budget Plan	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan			
Authorized Positions/Staff Years								
Regular	134/ 134	134/ 134	134/ 134	134/ 134	134/ 134			
Expenditures:								
Personnel Services	\$6,832,927	\$7,198,700	\$7,145,853	\$7,556,483	\$7,556,483			
Operating Expenses	28,942,492	29,261,999	32,783,431	37,653,232	37,653,232			
Capital Equipment	393,941	1,869,000	1,778,857	1,815,230	1,815,230			
Capital Projects	66,813	0	1,516,006	0	0			
Subtotal	\$36,236,173	\$38,329,699	\$43,224,147	\$47,024,945	\$47,024,945			
Less:								
Recovered Costs	(\$377,790)	(\$372,689)	(\$372,689)	(\$446,918)	(\$446,918)			
Total Expenditures	\$35,858,383	\$37,957,010	\$42,851,458	\$46,578,027	\$46,578,027			

Summary by Cost Center									
FY 2002 FY 2003 FY 2003 FY 2001 Adopted Revised Advertised Adopted Category Actual Budget Plan Budget Plan Budget Plan									
Administration	\$663,507	\$703,712	\$703,712	\$665,125	\$665,125				
Transfer Station	35,128,063	37,253,298	40,631,740	45,912,902	45,912,902				
Subtotal	\$35,791,570	\$37,957,010	\$41,335,452	\$46,578,027	\$46,578,027				
Capital Projects ¹	\$66,813	\$0	\$1,516,006	\$0	\$0				
Total Expenditures	\$35,858,383	\$37,957,010	\$42,851,458	\$46,578,027	\$46,578,027				

¹ Capital Projects expenditures are shown under the Transfer Station Cost Center.

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the <u>FY 2003 Advertised Budget Plan</u>, as approved by the Board of Supervisors on April 29, 2002:

A net decrease of \$181,015 as part of the \$28.8 million Reductions to County Agencies and Funds approved by the Board of Supervisors to allow for a two-cent real estate tax rate reduction and to provide additional funding for the Fairfax County Public School system. These reductions include a decrease of \$181,015 in the General Fund Transfer offset by an increase of \$181,015 in revenue from the FY 2002 Advertised Budget Plan amount of \$42,954,327 based on higher than anticipated disposal tonnages.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan from January 1, 2002 through April 22, 2002. Included are all adjustments made as part of the FY 2002 Third Quarter Review:

♦ FY 2002 expenditures are required to increase \$3,378,442 due to an increase of \$3,521,432 primarily in refuse disposal charges associated with increased disposal tonnages as a result of the improved economy, Department of Vehicle Services charges, and Repair and Maintenance charges. These increases are offset by a decrease of \$52,847 based on revised payroll projections and a decrease of \$90,143 in capital equipment as a result of lower than anticipated bid prices.

County Executive Proposed FY 2003 Advertised Budget Plan

Purpose

Fund 110, Refuse Disposal, has the primary responsibility for coordinating the disposal of solid waste generated within Fairfax County by channeling the collected refuse to the Energy/Resource Recovery Facility (E/RRF). Refuse that cannot be burned in the E/RRF is directed to a landfill or disposed of through a contractor, while yard debris is transported to a Prince William County or private compost facility. Other operations coordinated within this fund are the Citizen's Disposal Facilities (CDF), the Household Hazardous Waste (HHW) Program, the Ordinance Enforcement Program, the White Goods Program, and the Battery Program. The Administrative Cost Center will continue to perform the tasks associated with the overall administrative, technical, and management functions for those funds that comprise the Division of Solid Waste Disposal and Resource Recovery. The funds are 110, Refuse Disposal; 112, Energy/Resource and Recovery Facility; and 114, I-95 Refuse Disposal.

Key Accomplishments

- Accomplished our goal of attracting all County generated waste back into our system through market rate pricing.
- Began a strategic planning initiative to facilitate a long-term funding decision and lead into the Solid Waste Management planning effort.
- The Board of Supervisors approved a new agreement with Prince William County which allows Fairfax County to work even more closely together in support of the solid waste operations, with shared use of the disposal/composting facilities.
- Changes to the operations of the Transfer Station were implemented in a continuing effort to increase efficiency and enhance revenues by: working with attending physicians to reduce "lost time due to injuries"; initiation of a program to accept construction debris at the transfer station; locating a disposal contractor to accept propane gas tanks so citizens can dispose of damaged or surplus tanks in a responsible manner; initiating a truck leasing experiment to reduce expenditures; and arranging for construction of a barrier on top of the closed landfill, at no cost to the county, to provide a visual screen for buses that park there in the summer.
- Benchmarking of Transfer Station haul operations has shown that this operation's cost is extremely competitive.

FY 2003 Initiatives

- Begin the County's Solid Waste Management Planning effort.
- Continue revenue enhancement initiatives and cost cutting efforts such as expanded facility leasing arrangements and use of contractor support to contribute to the continued viability of the system.
- Expand customer service initiatives that include reviews of programs and facilities to provide necessary and desired services and achieve active public participation through customer surveys.

Performance Measurement Results

The administrative staff processed 2,301 invoices and 2,500 vendor payments, representing a decrease of 34 customers and an increase of 300 vendors. The accuracy rate achieved remained above targets despite fluctuations in workload. Customer complaints remained below two percent.

The I-66 Transfer Station received satisfactory ratings (the highest possible) from the Virginia Department of Environmental Quality (DEQ) for all inspections conducted during FY 2001. The facilities are in compliance with all provisions of the operating permits and the Virginia Solid Waste Management Regulations. The Transfer Station exceeded its goal to haul 95 percent of the legal load limit. The 95 percent level was 18.09 tons per vehicle. The actual achieved was 95.5 percent.

Funding Adjustments

The following funding adjustments from the FY 2002 Revised Budget Plan are necessary to support the FY 2003 program:

- ♦ A General Fund Transfer of \$3,620,306 to allow the County to continue to maintain a stable disposal rate in order to stay competitive and retain required refuse tonnage levels, and at the same time provide the level of service to specific refuse disposal programs that do not fully recover costs, specifically the County's Recycling Program, the Household Hazardous Waste Program and the Code Enforcement Program. The transfer is discussed in detail in the Solid Waste Overview.
- An increase of \$357,783 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- An increase of \$8,391,233 in Operating Expenses due to \$6,702,601 in Refuse Disposal charges based on increased tonnage estimates and tipping fee increases; \$1,582,044 in Contractor Compensation based on increased hauling charges; \$46,956 in the cost of Tractor Leases; \$29,468 in Internal Charges based on pay for performance increases; and a net increase of \$30,164 primarily in Department of Vehicle Services charges.
- An amount of \$1,815,230 is funded for replacement Capital Equipment in FY 2003 as follows: \$608,730 for two Tire Loaders; \$440,000 for four road tractors; \$264,000 for four refuse trailers; \$240,000 for two stationary cranes; \$107,500 for one roll-off truck; \$28,000 for one Forklift; and \$22,000 for one air compressor which have all reached the criteria of age, usage and condition for replacement. An additional \$39,000 is included for six new Crane Air Conditioning units required to protect workers in the extremely hash working conditions, and \$66,000 for one new Trailer required to meet the increased waste haulage requirements.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan since passage of the FY 2002 Adopted Budget Plan. Included are all adjustments made as part of the FY 2001 Carryover Review and all other approved changes through December 31, 2001:

♦ An increase of \$1,516,006 in Capital Projects due to the carryover of unexpended project balances.



Administration

Goal

Provide effective management of refuse disposal within Fairfax County in order to protect County citizens against disease, pollution, and other contamination associated with the improper disposal of refuse. Provide management planning for future waste disposal operations within the County, as well as participate in the planning discussions of other jurisdictions. These authorities include Arlington County, Prince William County, the City of Alexandria, the District of Columbia, the Alexandria Sanitation Authority, the Arlington/Alexandria ERR Facility, and the Fairfax County sewage treatment plants.

Cost Center Summary							
FY 2002 FY 2003 FY 2003 FY 2001 Adopted Revised Advertised Adopted Category Actual Budget Plan Budget Plan Budget Plan							
Authorized Positions/Staff Years							
Regular	13/13	13/13	13/13	13/13	13/13		
Total Expenditures	\$663,507	\$703,712	\$703,712	\$665,125	\$665,125		

Objectives

- To maintain or improve the accuracy rate of customer invoices at or greater than 98 percent.
- ♦ To maintain or improve vendor satisfaction by minimizing customer complaints with a maximum complaint target of two percent or less.

Performance Indicators

		Prior Year Ac	Current Estimate	Future Estimate	
Indicator	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate/Actual	FY 2002	FY 2003
Output:					
Jurisdictions served	8	8	8/8	8	8
Contracts managed	12	14	10 / 5	5	5
Customers invoiced	2,200	2,335	2,400 / 2,301	2,400	2,400
Vendors paid	2,160	2,200	2,200 / 2,500	2,625	2,625
Efficiency:					
Cost per invoice processed	NA	\$9.62	\$10.06 / \$8.20	\$8.60	\$9.00
Payments processed per staff hour	2	2	2/2	2	2
Service Quality:					
Percent of vendor complaints	<2%	<2%	<2% / <2%	<2%	<2%
Outcome:					
Percent of accurate invoices	99.66%	99.70%	99.00% / 99.70%	99.70%	99.70%
Percent of accurate payments	>98%	98%	>98% / >98%	>98%	>98%



Transfer Station

Goal

To provide a sanitary facility for receiving, loading, transporting, and disposal of municipal solid waste, yard waste, and household hazardous waste materials generated within Fairfax County, by the most feasible and economical method.

Cost Center Summary							
FY 2002 FY 2003 FY 2003 FY 2001 Adopted Revised Advertised Adopted Category Actual Budget Plan Budget Plan Budget Plan							
Authorized Positions/Staff Years							
Regular	121/121	121/121	121/121	121/121	121/121		
Total Expenditures	\$35,128,063	\$37,253,298	\$40,631,740	\$45,912,902	\$45,912,902		

Objectives

- To provide a sanitary facility for receiving, loading, and transporting approximately 2,279 tons of commercial and residential refuse daily by the most feasible and economical method available, while maintaining a 100 percent satisfactory rating from State inspections.
- To recycle white goods, which are metal objects and appliances, in order to remove PCB capacitors and CFC (Freon) in accordance with Federal and State regulations, with minimal complaints on processing.
- ◆ To provide the sanitary acceptance and transportation of refuse from Fairfax County Citizens Disposal Facilities (CDF) and maintain citizen complaints to less than or equal to 2 per 100 customers.
- To haul within 95 percent of the maximum legal carrying weight capacity of County tractor trailer trucks.

Performance Indicators

		Current Estimate	Future Estimate		
Indicator	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate/Actual	FY 2002	FY 2003
Output:					
Virginia Department of Environmental Quality (DEQ) inspections conducted	4	4	4 / 4	4	4
Loads of refuse hauled	31,043	33,256	31,043 / 35,880	36,598	37,330
Citizen Disposal Facilities (CDF) customers served	289,470	281,506	281,506 / 327,888	327,888	327,888
Tons of refuse hauled	544,928	599,287	599,287 / 651,774	671,327	691,467
Tons of white goods refuse processed	4,620	5,638	5,638 / 6,845	6,845	6,845
Tons of brush processed	33,229	38,336	38,336 / 40,971	42,200	43,466
Tons of yard debris processed	36,939	37,005	36,939 / 44,897	46,514	47,909
Tons of refuse at CDF	38,817	39,285	39,285 / 39,960	39,960	39,960

		Prior Year Act	uals	Current	Future
Indicator	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate/Actual	Estimate FY 2002	Estimate FY 2003
Loads of yard waste hauled (I-66 & I-95 facilities)	2,359	1,954	1,954 / 2,093	2,156	2,221
Efficiency:					
Disposal System cost per ton	\$45	\$45	\$45 / \$45	\$45	\$45
Staff hours to process refuse	123,144	129,428	129,428 / 133,742	136,417	139,145
Staff hours per ton refuse processed	.23	.22	.22 / .21	.20	.20
Staff hours to process white goods	8,758	10,400	10,400 / 10,058	10,058	10,058
Staff hours per ton white goods recycled	1.89	1.84	1.84 / 1.47	1.47	1.47
Staff hours to process material at CDF	33,218	32,396	32,396 / 33,861	33,861	33,861
Staff hours per ton of material processed through the CDF	.85	.82	.82 / .85	.85	.85
Service Quality:					
Satisfactory Virginia DEQ inspection reports	4	4	4 / 4	4	4
Citizen complaints about the CDF operations per 100 customers	0	20	20 / 20	20	20
Vendor complaints about inadequate White Goods processing	0	0	0/0	0	0
Police citations for overloading	0	0	0/0	0	0
Outcome:					
Percent satisfactory Virginia DEQ Inspection ratings	100%	100%	100% / 100%	100%	100%
White goods processed in accordance with Federal and State regulations	Yes	Yes	Yes / Yes	Yes	Yes
Cleaner environment maintained with white goods processing	Yes	Yes	Yes / Yes	Yes	Yes
CDF customer complaints kept at less than or equal to 2 per 100	Yes	Yes	Yes / Yes	Yes	Yes
Percent of trucks hauling 95 percent of maximum legal weight	100%	100%	100% / 100%	100%	100%

A Fund Statement and a Summary of Capital Projects are provided on the following pages. The Summary of Capital Projects may include some projects without a Total Project Estimate amount. These projects are considered "continuing " projects or projects for which funding is necessary on an ongoing basis (e.g., a contingency or planning project).

FUND STATEMENT

FY 2002 FY 2002

Fund Type G10, Special Revenue Funds

Fund 110, Refuse Disposal

FY 2003

FY 2003

	FY 2001 Actual	Adopted Budget Plan	Revised Budget Plan	Advertised Budget Plan	Adopted Budget Plan
Beginning Balance	\$3,465,629	\$1,685,511	\$5,584,739	\$3,402,921	\$3,407,601
Revenue:					
Interest on Investment	\$637,438	\$93,984	\$93,984	\$117,788	\$117,788
Refuse Disposal Revenue:					
Private Collectors	\$22,086,721	\$20,790,932	\$25,079,378	\$28,916,409	\$29,097,424
Cities and Towns	853,700	781,252	872,015	1,055,759	1,055,759
County Collection	2,279,968	1,880,948	2,025,762	2,175,078	2,175,078
Treatment Plants	169,739	118,014	118,014	139,705	139,705
County Agency Routes	335,233	382,330	382,330	387,475	387,475
Other Agencies	161,522	249,662	249,662	270,701	270,701
SWRRC Program	26,696	32,776	39,550	42,467	42,467
Non Fairfax County	447,329	0	0	1,455,556	1,455,556
Citizens' Disposal Facilities	1,927,005	1,223,055	1,223,055	1,725,030	1,725,030
Debris	791,161	2,473,250	1,516,315	1,328,804	1,328,804
Supplemental Market	632,691	585,000	382,500	451,710	451,710
Subtotal	\$29,711,765	\$28,517,219	\$31,888,581	\$37,948,694	\$38,129,709
Other Revenue:					
Brush	\$307,223	\$957,500	\$957,500	\$1,173,582	\$1,173,582
Yard Waste	1,226,858	1,321,000	1,321,000	2,135,095	2,135,095
Tires	0	157,500	157,500	830,199	830,199
Subtotal	\$1,534,081	\$2,436,000	\$2,436,000	\$4,138,876	\$4,138,876
Miscellaneous Revenue:					
White Goods	\$216,800	\$200,000	\$200,000	\$207,748	\$207,748
Sale of Equipment	21,516	138,150	138,150	141,800	141,800
Licensing Fees	35,819	24,000	35,760	35,760	35,760
Miscellaneous	359,699	381,845	381,845	363,661	363,661
Subtotal	\$633,834	\$743,995	\$755,755	\$748,969	\$748,969
Total Revenue	\$32,517,118	\$31,791,198	\$35,174,320	\$42,954,327	\$43,135,342
Transfers In: ¹					
ERR Facility (112)	\$5,460,375	\$0	\$0	\$0	\$0
General Fund (001)	0	5,500,000	5,500,000	3,620,306	3,439,291
Total Transfers In	\$5,460,375	\$5,500,000	\$5,500,000	\$3,620,306	\$3,439,291
Total Available	\$41,443,122	\$38,976,709	\$46,259,059	\$49,977,554	\$49,982,234

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 110, Refuse Disposal

	FY 2001	FY 2002 Adopted	FY 2002 Revised	FY 2003 Advertised	FY 2003 Adopted
	Actual	Budget Plan	Budget Plan	Budget Plan	Budget Plan
Expenditures:	•				
Personnel Services	\$6,832,927	\$7,198,700	\$7,145,853	\$7,556,483	\$7,556,483
Operating Expenses ²	28,942,492	29,261,999	32,783,431	37,653,232	37,653,232
Capital Equipment	393,941	1,869,000	1,778,857	1,815,230	1,815,230
Recovered Costs	(377,790)	(372,689)	(372,689)	(446,918)	(446,918)
Capital Projects	66,813	0	1,516,006	0	0
Total Expenditures	\$35,858,383	\$37,957,010	\$42,851,458	\$46,578,027	\$46,578,027
Total Disbursements	\$35,858,383	\$37,957,010	\$42,851,458	\$46,578,027	\$46,578,027
Ending Balance	\$5,584,739	\$1,019,699	\$3,407,601	\$3,399,527	\$3,404,207
Reserves:					
Equipment Reserve ³	\$2,451,708	\$424,393	\$2,411,860	\$2,403,786	\$2,408,466
Environmental Reserve ⁴	500,000	500,000	927,886	927,886	927,886
PC Replacement Reserve	76,155	67,855	67,855	67,855	67,855
Unreserved Balance	\$2,556,876	\$27,451	\$0	\$0	\$0
Disposal Rate/Ton ⁵	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00

¹ Cited amounts have been transferred in FY 2001 and FY 2002 to Fund 110 to cover the revenue shortfalls for operational requirements. These transfers provided a subsidy allowing the County to continue to provide the level of service to specific refuse disposal programs that do not fully recover costs. Subsidized programs include the County's Recycling Program, the Household Hazardous Waste Program, and the Code Enforcement Program. The current fee structure for Fund 110 will not support these expenses in FY 2003. In FY 2003, a transfer from the General Fund will provide funding to maintain the competitiveness of the County's Solid Waste System in attracting and maintaining commercial waste, to provide for market fluctuations, and maintain the current level of service to the disposal customers.

² In order to account for revenues and expenditures in the proper fiscal year, an audit adjustment in the amount of \$24,057 has been reflected as an increase to FY 2001 expenditures. The audit adjustment has been included in the FY 2001 Comprehensive Annual Financial Report (CAFR). Details of the FY 2001 audit adjustments will be included in the FY 2002 Third Quarter Package.

³ The Equipment Replacement Reserve provides for the timely replacement of equipment required to operate the I-66 Transfer Station. Funds are transferred from Refuse Disposal revenue to the Equipment Replacement reserve, as are proceeds from the sale of equipment. The reserve requirement is based on a replacement schedule, comprised of yearly payments to the reserve, which is based on the useful life of the vehicle/equipment. The yearly estimated reserve amount includes the annual portion of the replacement cost for new vehicles/equipment, and continued contributions for previously acquired vehicles/equipment for which the replacement requirement has not been met.

⁴ The Environmental Reserve provides contingency funds for future environmental control projects at the I-66 Transfer Station.

⁵ In August 1998 (FY 1999), Fairfax County implemented a contractual rate discount that was offered to any hauler that guaranteed all of its collected refuse or a specified tonnage amount would be elivered to the Energy/Resource Recovery Facility (E/RRF) or other County disposal sites. The contractual agreement reduced the system disposal fee by \$9 from the FY 1999 Adopted Budget Plan level of \$45 per ton to \$36 per ton. The discounted contractual fee remained in effect through FY 2000 but was reduced to \$34 per ton at the start of FY 2001 to stay competitive with private operations. The FY 2002 discounted rate is \$37.95 per ton. It should be noted that the approved system fee of \$45 remains in effect.

FY 2003 Summary of Capital Projects

Fund: 110 Refuse Disposal

Project #	Description	Total Project Estimate	FY 2001 Actual Expenditures	FY 2002 Revised Budget	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan
174002	I-66 Transfer Station Expansion	\$13,114,900	\$14,661.48	\$805,352.47	\$0	\$0
174003	Drainage Downchutes	188,000	52,151.61	3,821.39	0	0
174004	Access Road Reconstruction	233,600	0.00	193,785.00	0	0
174005	Groundwater Well Installation	177,213	0.00	42,382.00	0	0
174006	Citizens Disposal Facility	974,875	0.00	470,665.00	0	0
Total		\$14,688,588	\$66,813.09	\$1,516,005.86	\$0	\$0